

24 January 1975

MEMORANDUM FOR: DCI

SUBJECT : Internal Communications: Proposed Newsletter and Support Bulletin

1. Over the years various MAG's and management have discussed the advisability of issuing a regular newsletter to all employees. To date, this idea had been rejected by either MAG or management.

2. The current MAG believes that a newsletter would be useful and would like you to take a fresh look at this subject. MAG believes that a newsletter is necessary for the following reasons:

a. Many employees in the Agency, especially in support/service positions, need to be reassured that they are contributing, in one way or another, to the important work of the Agency. Rarely seeing the results of their labors, they need to have some feedback from consumers, both internal and external. We see the newsletter as an excellent forum for occasional feedback from consumers; ☐ for example, in its newsletter lets its employees know when the State Department makes a point of citing its product.

b. Many items on your bulletin board are of significant interest and deserve wider distribution. We are thinking particularly of the letter the President sent to you last fall which set out our obligations in the intelligence field.

c. As is obvious from our observations and some response to the MAG publicity campaign, there is a good deal of confusion about many administrative matters. Because some offices do not hold regular staff meetings, some offices regularly exclude non-professionals from same, and administrative "facts" get garbled before they reach employees, it would be useful to have all administrative policies spelled out in print, along with the appropriate number to call should an employee have questions.

3. Regarding topics for inclusion in the newsletter, we suggest the following:

a. Summaries of DCI speeches. This would include speeches to groups outside the Agency as well as those made periodically to employees in the auditorium.

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MCA -119

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- b. ~~Routine administrative matters.~~
  - c. Organizational changes, such as the merging or abolition of offices/ functions. This should include the reasons behind the change, not just an announcement that a change has been made.
  - d. Announcement of significant awards by the Honor and Merit Awards Board, including when security permits, the reasons for the award.
  - e. Announcement of awards by the Suggestions Awards Committee, including when feasible, follow-up studies on the utility of a particular suggestion.
  - f. Feedback from consumers, when security conditions permit.
  - g. EEO developments, perhaps including biographies of minority employees who have achieved certain levels.
  - h. Training opportunities, particularly in external institutions. Also, employees should be informed of necessary qualifications and nominating procedures.
  - i. Articles on retirees who found satisfactory outside employment in a second career.
  - j. Description of MAG activities, both the DCI MAG and the directorate MAG's.
  - k. Reaction of summer employees and interns to CIA employment.
  - l. Legislation which affects the Agency, especially the proposed amendment to the National Security Act of 1947.
  - m. Management. Explanation of trends or new concepts in Agency management such as Management by Objective, the Personnel Development Program and the Annual Personnel Plan.
  - n. Current interest articles, such as what the Agency is doing in particular areas, such as international terrorism and economic intelligence.
  - o. Future trends, including what changes management anticipates in the Agency and insight into what skills will be needed by the intelligence community in the future.
  - p. Vacancy notices.
4. A newsletter would also provide a forum for feedback from employees to management. (This is a subject raised by an employee in response to MAG's publicity campaign). Also, employee comments could be

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solicited on topics of priority interest, such as economy measures. There could be a letter to the editor column and the newsletter could run an occasional attitude survey if the DDO finds that the one it recently conducted is being helpful to management.

5. We are aware of the possibility that the contents of a newsletter, if surfaced in the press, might be used to embarrass the Agency. However, we think that this is a risk worth taking. We are also aware that security considerations will preclude many items, especially DDO events, from being included. However, we think that DDO employees, both here and in the field, are interested in what is going on in the rest of the Agency and would be avid readers of the newsletter whether or not it included DDO activities.

6. We suggest that the newsletter be issued on a bi-monthly basis.

7. In addition to the newsletter, we suggest that the Support Bulletin on employee benefits, which was last issued in January 1967, be updated and published. Inflation, and other developments, have made the facts and figures in the bulletin very much out of date and there is definitely a need for this type of publication at this time.

Management Advisory Group

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED	CONFIDENTIAL	SECRET	
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	See Distribution		
2			
3			
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
<b>Remarks:</b> The attached Management Advisory Group memorandum of 24 January 1975, will be considered at some future meeting of the CIA Management Committee. We would appreciate receiving your brief comments concerning the basic proposal--and your reaction to specific topics for inclusion in the newsletter.			
Att: DD/A 75-0560 cc: Each DD/A Office Director SUSPENSE: 14 February 1975			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Executive Officer, DD/A			5 Feb 75
UNCLASSIFIED	CONFIDENTIAL	SECRET	

FORM NO. 1-67 237 Use previous editions (40)

Att: DD/A 75-0560 - MAG Memo of 24 Jan 75 to DCI; Subj: Internal Communications: Proposed Newsletter and Support Bulletin

Distribution:

- 1 RS - Each DD/A Office Director w/cy of att
- 1 RS - AC-DD/A w/cy of att
- 1 RS - DD/A Subject w/cy of att
- 1 RS - MCA-119 w/cy of att
- 1 RS - DD/A Chrono w/o att
- 1 RS - LJD Chrono w/o att

EO-DD/A: der (5 Feb 75)

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DD/A Registry  
File 04111-1  
(75 Files)

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DEA Registry  
File OTML

6 September 1974

NOTE FOR: ~~Mr. Blake~~

STAT

THRU : Mr. McMahon and Mr.

SUBJECT : Agency Newsletter

Sir:

1. As you may recall, in May you sent a memo to the Associate Deputy Directors which proposed the developing of some type of Agency newsletter. The response was consistently negative: Mr. Walsh voted "no," Mr. Stevens stated S&T contributions would necessarily be extremely limited, and Mr. Blee was emphatic in his non-support.

2. I think the idea of some kind of newsletter is a good one, even if we have to limit our scope to the Directorate. If we shoot for any kind of overseas distribution, however, we would still face DDO censorship, which most likely would vitiate the substance of our communications.

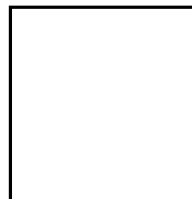
STAT

3. There occurred to Mr.  and me three alternatives regarding this matter: (1) discuss the subject at the ISO conference; (2) defer the matter for two or three months; or (3) bury the corpse now.

*I go for 3 (1) - a short fifteen minute item. Dy*

Atts

DD/M&S 74-2522, -2329, -2306, -1581



STAT

*PLS BURY*

*[Handwritten signature]*

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DD/M&S 74-3522

5 JUL 1974

MEMORANDUM FOR: Associate Deputy Director for Management and Services

SUBJECT : Proposed Agency Newsletter

REFERENCE : Your memorandum of 3 May 1974 (DD/M&S 74-1581)

1. We do not support the idea of an Agency newsletter. There would seem to be few items of general Agency interest and concern which are not publicized adequately, and more currently than would be possible in a newsletter, through notices, employee bulletins, Credit Union News Highlights, and so forth. Such items as there may be would not appear to be numerous enough to warrant the periodic issuance of a newsletter.

2. The Operations Directorate would not plan to submit any items for inclusion in an Agency newsletter.

3. If a newsletter containing contributions by the other Directorates were to be considered, we could not object to its issuance provided we were given the opportunity to review it in draft. The purpose of the review would be to ensure that there were no problems of cover or security in connection with any of the articles which might affect the Operations Directorate. This would apply even though the intended distribution was limited to headquarters.

David H. Blee  
Associate Deputy Director for Operations

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8 July 1974

*Set A DD 1425  
Hold off for several  
weeks. May want to  
discuss at end of  
August or early Sept*

NOTE FOR: Mr. Blake

SUBJECT : Agency Newsletter

The response from the other Directorates, on the proposed Agency newsletter has been very lukewarm, with the following being the gist of their comments:

- a. Paul Walsh votes "no," after pointing out that there is no warm support in the DDI, and some downright hostility. He points out that resources are scarce, a bias exists against proliferation of Agency publications, and security controls would present problems.
- b. Sayre Stevens took the position that DD/S&T contributions would be "extremely limited, if not nonexistent," and he also refers to classification problems. He attached two copies of NPIC newsletters published in February and April 1974.
- c. Dave Blee does not support the idea, does not plan to submit any items, and requests the opportunity to review in draft any submissions by the other three Directorates.

*D*  
LJD

Atts

DD/M&S 74-2522, -2329, -2306, - 2244, - 1581

DOWNGRADE TO A-IUO  
UPON REMOVAL OF ATTS

~~CONFIDENTIAL~~

21 FEB 1975

MEMORANDUM FOR: Executive Officer to the DD/A

SUBJECT : Internal Communications: Proposed  
Newsletter and Support Bulletin

REFERENCE : Memorandum from the Management Advisory  
Group dated 24 January 1975, Same Subject  
(DD/A 75-0560; MCA-119)

1. In response to your request, we have reviewed the referenced proposal to issue a regular bimonthly newsletter to all employees. We continue to have negative feelings about the proposal in general, although we recognize the desirability to disseminate to employees information on several of the topics suggested for inclusion in such a newsletter.

2. Reference acknowledges that the contents of a newsletter might embarrass the Agency, if surfaced in the press. We suggest that the risk involves not only Agency embarrassment, but also security issues beyond simple embarrassment. We do not agree that this risk is worth taking, especially in the current environment when the Agency is already receiving too much publicity. If such a newsletter is to withstand the possibility of press exposure, it will probably be bland enough to be of little value or interest to employees.

3. The details of the proposal suggest a document covering a wide variety of topics and having a wide distribution "to all employees." While this approach might be valid if its publication would replace other existing distributions including Employee Bulletins, DCI pronouncements, speeches and statements, vacancy notices, many Headquarters Notices, etc., we are of the opinion that the several different types of notices now being disseminated are given to those segments of the Agency population where a need or desire exists. While some information should be distributed

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generally to all employees, interest in many of the suggested topics would be higher if given out on a more parochial level. Office of Security employees are principally interested in Office of Security happenings. To satisfy this interest, we publish minutes of our weekly staff meeting and distribute them to all Office employees.

4. Underlying the proposal of the Management Advisory Group is a suggestion that existing methods for informing our employees are inadequate. Reference betrays a notion of widespread ignorance on the part of Agency employees relative to many administrative and organizational matters. We feel that this premise is dubious. While pockets of ignorance may indeed exist, generally it seems reasonable to assume that the Agency as a whole is quite enlightened. We suggest that some of the current distributions might be examined individually to determine whether their effectiveness may be improved.

5. Concerning the several topical suggestions for inclusion in the newsletter, we have no strong feelings. Many items need and currently get wide distribution in some form or another. Included in this category are several recent DCI statements and routine administrative matters. Many of the suggested topics are discussed or handled in issues with limited distribution, and rightfully so; examples include vacancy notices, award announcements and training opportunities. Some of the topical suggestions appear to us to be more "niceties" than needs. While some employees might be interested in the reactions of summer employees, current interest articles, and descriptions of MAG activities, we fail to share any enthusiasm for disseminating such to all Agency personnel.

6. In summary, we feel that the proposed newsletter would be a luxury which we can ill afford at this time. The potential return from such a publication does not outweigh the risks and investment needed to make it go.

  
Charles W. Kane  
Director of Security

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23 April 1974

NOTE FOR: Mr. Brownman via Mr. Blake

SUBJECT : DD/M&S Newsletter

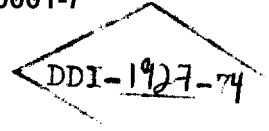
25X1 1. A number of people, including [redacted] 25X1  
[redacted], have been working on this project  
25X1 as time permitted. [redacted] is back with us for a short  
stay, and he is in a position to devote some additional effort  
to polishing the product.

2. Quite candidly, the newsletter leaves a lot to be desired, and it is not something I would be reading with tremendous interest if I were presently overseas. In any case, I think we still face a big hurdle in getting this to the overseas posts in its present form, because of the security implications. It seems to me we might (a) continue to plug away in an effort to make this a good product, or (b) we can defer action, possibly during the summer months, when some extra MG careerists are available to hit it hard. I recommend we defer action.

  
LJD

Att  
Newsletter

ADMINISTRATIVE - INTERNAL USE ONLY



24 June 1974

MEMORANDUM FOR: Associate Deputy Director for  
Management and Services

SUBJECT : Agency Newsletter

1. I regret to report that discussions with my Staff and others in the Directorate fail to elicit any warm support for an Agency newsletter. In fact, I detected from others who have had some experience putting out newsletters a reaction of downright hostility.

2. We produce periodically a DDI Newsletter for our overseas personnel.  also produces a hometown journal for their overseas personnel. Most of the recipients are concerned principally with developments that have some meaning in terms of their personal status in life or what's going on at the home office. Interest fades rapidly the more one is reading about developments in another office or in another Directorate--unless, of course, one is reporting a cataclysmic event such as a RIF or a raise for supergrades. (I can't recall the latter being reported very often.)

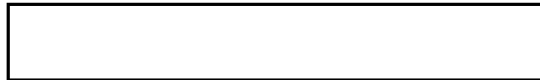
3. The way I come out on the newsletter is that in a day of scarce resources, a severe paper shortage, and a management bias against the proliferation of Agency publications, I would vote no. I believe the project would founder on its own weight and that reader interest would very soon pale because the publication contained too much nitty gritty. Finally, I don't think it would really be an Agency newsletter because sensitivity and security issues would either result in extreme security controls or a great deal of information simply not being reported.

ADMINISTRATIVE - INTERNAL USE ONLY

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ADMINISTRATIVE - INTERNAL USE ONLY

4. Having said all this, I know that we have all wrestled with the communications problem in the Agency. I agree that we must do better with keeping people better informed, but I think the newsletter as a solution is too much.



PAUL V. WALSH  
Associate Deputy Director  
for Intelligence

STAT



DD/M&S 74-1581

3 MAY 1974

MEMORANDUM FOR: Associate Deputy Director for Intelligence  
Associate Deputy Director for Operations  
Associate Deputy Director for Science and  
Technology


Dear Paul, Dave, and Don:

1. Harold Brownman would like to give a try at developing some type of Agency newsletter. There have been various attempts at such papers in the past but never all-inclusive of total Agency interests. No decision has been made whether such a publication would be published or, if so, in what format. The problem of overseas dissemination is one of which we are very well aware and realize that, if such a publication were to be sent out of the country, it would be subject to appropriate sterilization.

2. The main point we would like to determine is whether each Directorate would have sufficient to contribute to make such an undertaking worthwhile. I would suggest we first think of only Headquarters distribution, leaving the overseas question for consideration only after a determination was jointly arrived at to produce a newsletter.

3. I would like to suggest that you ask appropriate members of your staff to give this matter some consideration and prepare your Directorate contributions to it. To be of assistance to you, I am attaching draft material which this Directorate believes could receive consideration for inclusion.

4. I would very much appreciate receipt of your position and material by the end of May. If there appears to be sufficient to produce an Agency newsletter we would put together a draft copy and submit it to you for your reaction.

  
John F. Blake  
Associate Deputy Director  
for  
Management and Services

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Att  
ADD/M&S:JFB/ms (3 May 74)

Distribution:

Orig - ADD/I, w/Att

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1 - Other Use, w/Att

1 - DD/M&S Chrono

1 - DD/M&S Subject, w/Att & previous proposal

1 - JFB Chrono

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DD/M&S 74-2244

19 JUN 1974

MEMORANDUM FOR: Associate Deputy Director for  
Intelligence

Paul:

You may recall a memorandum we sent you on 3 May (DD/M&S #74-1581) which transmitted a draft of a proposed Agency newsletter. While I realize this is not a matter of very high priority, I would appreciate receipt of your reaction.

*John F. Blake*  
John F. Blake  
Associate Deputy Director  
for  
Management and Services

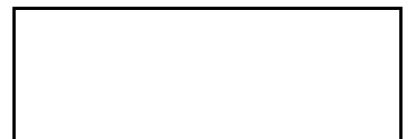
ADD/M&S:JFB/ms (19 June 74)

Distribution:

- Orig - Adse
- 1 - DD/M&S Chrono
- 1 - DD/M&S Subject, w/Background (DD/M&S 74-1581)

Orig - Associate Deputy Director for Operations (Dave)

ILLEGIB



DD/M&S 74-2244

19 JUN 1974

MEMORANDUM FOR: Associate Deputy Director for  
Science and Technology

Sayre:

You may be aware of a memorandum we  
sent to ADD/S&T on 3 May (DD/M&S #74-1581) which  
transmitted a draft of a proposed Agency newsletter.  
While I realize this is not a matter of very high  
priority, I would appreciate receipt of your reaction.

*JF Blake*  
John F. Blake  
Associate Deputy Director  
for  
Management and Services

ADD/M&S:JFB/ms (19 June 74)

Distribution:

- Orig - Adse
- 1 - DD/M&S Chrono
- 1 - DD/M&S Subject, w/Background (DD/M&S 74-1581)
- 1 - JFB Chrono

ILLEGIB

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